COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

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Dignity of People Recognized

Sec. Laird Gives Added Impetus to Human Goals

Left to right are General Walt, Admiral Moorer, General Wheeler, Secretary of Defense Laird, General Westmoreland and General Ryan at ceremony for presentation of the Human Goals.

The Human Goals Credo—a table of projected incentives to enhance careers and dignity for both civilians and military in the Department of Defense—has been given added impetus by Secretary of Defense Melvin Laird.

At a Pentagon luncheon meeting with top leaders of the Defense Department Oct. 24, Secretary Laird set the pace for full disclosure of the Credo's contents.

Each official present—including top NCOs of the military departments—received a copy of the Human Goals, which set the standards for improving the Department of Defense image and assignment within the department.

Master Chief Petty Officer of the Navy Delbert Black assured those present that enlisted personnel he contacts are "very enthusiastic" about the support they are getting. "This administration has done more and published more and shown that they are more people-oriented than any I have ever seen," he said.

The chief added, "we certainly appreciate what is being done" and "we certainly support this (the Human Goals program) wholeheartedly because my job is dealing with people."

Secretary Laird said, "We want to live with this statement (Human Goals) and the way to live with it is to follow . . . these goals and to do what we can to see that they are a living thing as far as the Department of Defense and the various Services are concerned."

Official endorsement of the Credo

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Vice President Agnew Cites DoD's Team Effort in Cost Reduction

"Good management cannot take the credit for military victory, but poor management could be responsible for a military defeat," was the thought expressed by Vice President Spiro T. Agnew at the Pentagon Oct. 28 during an achievements in management improvement ceremony.

He was accompanied to the speaker's stand by Secretary of Defense Melvin Laird, Deputy Secretary of Defense David Packard and Barry J. Shillito, assistant secretary of defense for Installations and Logistics.

Vice President Agnew told Pentagon workers, using a comparison, that "combat is dramatic; systems analysis is not. Ingenuity on the field of battle is readily apparent; initiative within the routine is rarely discernible. Dedicated combat soldiers are decorated with medals. Dedicated military and civilian personnel, behind the lines, are all too often unsung heroes."

The vice president told the audience of civilian and military men and women

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Judge Bennett Sees Unlimited Opportunities in Armed Forces

It is generally agreed that today's college graduate has more opportunity for career satisfaction and economic gain throughout his productive years than his forefathers had before him.

Judge L. Howard Bennett, acting deputy assistant secretary of defense for civil rights, is quick to explain that this holds true in the Armed Forces as well as in the civilian community.

As an example, Judge Bennett points to the unlimited opportunities offered by the Armed Forces in all major fields of endeavor. "Generally," he said, "the young college graduate in the Armed Forces moves up the promotion ladder without a hitch." Then, too, he said, his standing in the Service community is unquestioned.

He explained, however, that there are numerous opportunities in the civilian community for economic gain and advancement that cannot be overlooked by the young college graduate.

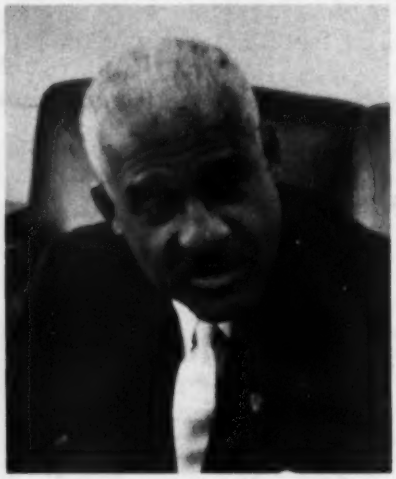
"It should be noted," he said, "that in our so-called middle class society most citizens achieve and maintain both their economic position and social status through employment in business.

"Unfortunately," Judge Bennett continued, "black Americans in the past either have not found business to be an attractive career choice or have been frustrated in their attempts to achieve economic and social status by this route."

But something has been done about the situation and Judge Bennett explained:

"Five U.S. universities have joined to provide graduate study in business for Negroes. Called 'Consortium Schools', they seek to close the gap between the supply and demand for qualified Negroes in the business management career field. The schools are the University of Rochester, Indiana University, University of Southern California, Washington University (St. Louis, Mo.), and the University of Wisconsin.

"They offer a fellowship program designed to hasten the entry of Negroes into managerial positions through a Master of Business Administration curriculum which has become a very important avenue for entry into the managerial ranks of business."



Judge Bennett

The fellowship program—for both black and white students—is designed to provide formal graduate business study in the regular MBA curricula at one of the sponsoring schools. Normally a program of study will require two academic years, he said.

Each man admitted to the program will receive, in addition to tuition, enough money to enable him to maintain a reasonable standard of living without outside employment which might hinder his academic success. Each student will receive a fellowship of $2,500 a year for living costs and personal expenses, plus the paid tuition.

Dr. Sterling H. Schoen, director of the Consortium for Graduate Study in Business for Negroes and Professor of Management at Washington University, St. Louis, Mo., believes the Negro middle class will not reach its full potential until such a time as Negroes can freely and openly compete on an equal basis with whites for responsible positions in business institutions.

He emphasizes that the primary purpose of the Consortium for Graduate Study in Business for Negroes is to hasten the entry of Negroes into managerial positions in business.

But how is the selection of students for the MBA program accomplished?

As explained by Dr. Schoen, the Consortium employs no minimum test score or graduate point average. The final test is, "What is the probability that this student will successfully complete his work toward the MBA degree?"

Each applicant is interviewed by at least one representative of the Consortium; he takes the Admission Test for Graduate Study in Business by the Educational Testing Service; his undergraduate record is carefully appraised; and the Consortium obtains in-depth evaluations from three references.

Admission to the program is limited to students of demonstrated aptitude, ability and scholarship. Each applicant will be judged by a faculty selection committee composed of representatives from each of the sponsoring schools.

Undergraduate grade records, scores on the Admission Test for Graduate Study in Business, letters of recommendation, and other salient factors including interviews will be evaluated in the admission process.

Although there is no ceiling on the age of candidates, priority will be given to those who have not yet attained their 31st birthday at the time they begin their MBA studies.

If full application materials have been submitted by February 1, admission and fellowship decisions will be announced on or before March 21. All other applicants whose files are completed at a later date will be notified as soon as possible.

Brochures, applications, and additional program information may be obtained by writing to: Judge L. Howard Bennett, acting deputy assistant secretary of defence for civil rights, (M&RA), Room 3B936, Pentagon, Washington D. C. 20301.

COMMANDERS DIGEST

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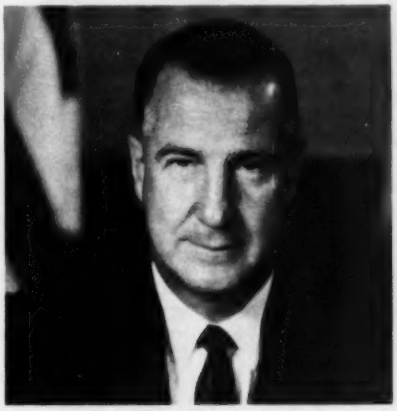


Vice President Agnew

Cites DoD's Team Effort in Cost Reduction

(Continued from Page 1)

that "this ceremony pays tribute to some of our unsung heroes and heroines. This ceremony gives recognition to the fact that defense is a team effort."

He said that at no time is a team effort more important than during "these years of agonizing over means of concluding an unpopular war without destroying the ability of this nation to preserve the hard-won peace. Keeping the peace, "is a thankless business requiring vigilance and perserverance, often with barely discernible progress."

Defense Department employes implemented 36,924 cost reduction actions during Fiscal 1969. They resulted in a validated savings of $1.5 billion for 1969 and will save more than $3 billion for the three fiscal year period 1969-1971.

The vice president said economy is "a conscious, determined, quiet effort. Like integrity, it is proved only when it is practiced, not when it is proclaimed."

He said "the Defense Department, from the top down, has made that conscious, determined effort quietly. It has achieved economy with advantage to all and disadvantage to none."

Recognizing that national security is a complex enterprise, Mr. Agnew said it is our nation's most important business; has become the nation's biggest business, and like all big businesses, "it is always in need of improvement."

He maintained, however, that peace—not war—is the Defense Department's primary business.

Turning to the cost reduction and management improvement programs, the vice president said there are two objectives: "The first is to provide maximum logistical support effectively and efficiently. Good management cannot take the credit for military victory, but poor management could be responsible for a military defeat.

"The second is to provide maximum economy. While the economy will never be enforced at the expense of our soldiers in combat or our over-all national security posture, it can be positively exercised throughout peacetime operations."

Discussing the cost reduction programs Mr. Agnew said it would be easy for the average employe to become a cog in the Defense Department's almost overwhelming establishment. "In many ways," he said, "it is easier for the civilian to surrender to the system than it is for the soldier to surrender to the enemy.

"But it is not within the nature of Americans to surrender docilely.

"Today, we honor men and women who have never relaxed to a routine nor accepted blandly the status quo. Instead, they have thought critically and creatively about on-the-job problems. And ideas —whether in public or private industry— remain America's most important product."

He said the success of the cost reduction program provides that whether an employe cleans a computer or programs a computer, his ideas count.

Gen. Ferguson Notes DoD Efforts To Improve Management Areas

The Department of Defense is taking the necessary steps to get management back where it can truly manage, said Gen. James Ferguson, commander, Air Force Systems Command "and Systems Command is happy to meet the challenge."

In a speech entitled "New Directions for Air Force Systems Management," General Ferguson told the Fall meeting of the Air Force Association:

"AFSC analytical capability applied to Air Force mission requirements, added to the command's technical competence, together form a potential for producing the best and most advanced aerospace systems in the world. When you add, as is now being done, the management authority necessary to really control your programs, that potential is much more likely to translate into reality."

He said the Air Force is realigning certain functional responsibilities in the program management area. He explained:

"As of July, for example, the F-15 program came under the direct management control of Headquarters AFSC. The Office of the Assistant for F-15, reporting directly to me, has assumed the functions and responsibilities that were previously assigned to the Program Element Monitor on the Air Staff. Consequently, the appropriate PEM personnel from the Pentagon have been transferred to my headquarters at Andrews.

"At the same time, the F-15 System Program Director, who formerly reported through the commander of the Aeronautical Systems Division, now reports directly to me.

"The same type of organizational structure and alignment of responsibilities is now being considered for the B-1A advanced bomber program. And we anticipate going the same route for selected major programs of the future, once they have been approved for development and acquisition.

"Meanwhile, programs already underway—such as the C-5, Minuteman, and F-111—are also being considered for a closer tie-in to the Systems Command. This would entail a shift of many of the Air Staff program element monitoring functions to the appropriate AFSC staff agency as the focal point for detailed management information. And we may well consider following much the same sort of process with regard to various advanced development programs.

"I have discussed these changes in great detail with the System Program Directors who are directly affected, and charged them with surfacing problems and getting them to me as soon as they appear."

SALT Agreement Reached

ARMS TALKS WITH RUSSIA

On Nov. 17 the long-awaited Strategic Arms Limitation Talks (SALT) between the U.S. and the Soviet Union will begin in Helsinki, Finland. Discussing the joint Moscow-Washington announcement of agreement to begin "preliminary discussion of the questions involved," Secretary of State William P. Rogers on Oct. 25 described SALT as possibly "one of the most important negotiations our country has been involved in. And certainly it could be one of the most important that we ever undertook with the Soviet Union."

The preparations for SALT and U.S. strategic arms control objectives were analyzed recently by an official of the U.S. Arms Control and Disarmament Agency (ACDA)—Lieutenant General John J. Davis, assistant director, Weapons Evaluation and Control Bureau. Below are excerpts from his speech of Oct. 17 at the Fourth International Arms Control Symposium in Philadelphia.

The control of nuclear weapons is one of the most serious challenges, if not *the most* serious challenge of our time. Yet the challenge has really been faced up to only recently.

The United States, with the Baruch Plan, took the lead in trying to bring this powerful new force under international control, but not until the current decade has there been any meaningful progress.

The Limited Test Ban Treaty and the Outer Space Treaty were the initial steps, although they skirted the basic problem. Then came the Non-Proliferation Treaty (NPT) which is directly aimed at one important aspect of stemming the arms race—that is, helping to prevent the spread of nuclear weapons to countries which do not now have them. . . . As you know, the Seabeds Treaty, which is now in the throes of multilateral negotiations, would forestall another possible form of proliferation.

But to limit or reduce nuclear weapons is clearly more difficult.

The real forerunner of our current Strategic Arms Limitation Talks (SALT) efforts, however, was the U.S. offer in 1964 to the USSR to explore the possibility of a "freeze" on the number and characteristics of both offensive and defensive strategic nuclear delivery vehicles, including bombers, missiles, and ABMs.

The USSR, although it did not categorically reject the idea, showed little interest. It asserted that the proposal was a scheme for inspecting without disarming and for perpetuating U.S. strategic superiority.

President Johnson reopened the subject in January 1967 when he proposed, in a letter to Premier Kosygin, discussions on an understanding to limit the further deployment of "strategic offensive and defensive missile launchers." When he received an encouraging reply some weeks later, we provided Moscow with broad indications of the kind of agreement we had in mind.

It would, we suggested, involve a levelling off, not an outright freeze or reduction, of strategic nuclear delivery systems, offensive and defensive. We noted that reductions could be considered at a later stage. An agreement would apply to launchers, not missiles, for purposes of simplifying verification.

'The control of nuclear weapons is one of the most serious challenges, if not the most serious challenge of our time.'

Agreement was about to be reached on the date and place for the talks when the Soviet Union invaded Czechoslovakia. That event disrupted the prospect of a meeting last autumn, and the change of administration in Washington necessitated further delay.

The United States stated months ago that it is ready to start the talks . . . Meanwhile, we are persisting with our study of the very complex problems associated with strategic arms limitations.

ARMS CONTROL OBJECTIVES

We believe that there are three prime objectives:

1—To maintain and, if possible, improve U.S. security;

2—To maintain deterrence, and reduce the risk of outbreak of nuclear war; and

3—To limit the upward spiral of strategic arms competition and reduce arms costs.

We have been fairly secure over the last decade in the sense that a relatively stable strategic relationship between the U.S. and USSR has prevailed—insofar as the use of nuclear weapons has been concerned. At a minimum, then, limitations on strategic armaments should maintain the existing stability—stable in the sense of making the initiation of nuclear war unattractive and in the sense of controlling the arms competition.

Many people believe that the action-reaction responses in

Lt. Gen. John J. Davis

strategic hardware development and deployment of both the U.S. and the USSR have resulted from the uncertainties involved—uncertainty due to lack of complete intelligence on both sides, and resulting uncertainties as to both capabilities and intentions. This has resulted in alternating policies of "keep ahead" and catch up.

They further believe that if the uncertainties could be eliminated, then there would be good prospects for substantial strategic arms control agreements. Both sides would, of course, have to be assured that their own strategic posture was satisfactory and that their own security and that of their allies would be adequately maintained on a continuing basis.

Needless to say, that is a large order.

ESTABLISHING GUIDELINES

Having worked out basic objectives, the next step in developing arms control options for consideration was to establish some principles or guidelines.

It is generally acknowledged that an agreement should impose limitations on both offensive and defensive missile systems. This has been a basic principle of the U.S. position since 1964, and it is one which the USSR has recently emphasized.

Another principle is that any agreement or reductions in strategic arms should be preceded by an agreement curtailing further build-ups. This, too, has been a fundamental U.S. view for some years.

A third guideline is that any proposal for limitations, to be negotiable, would have to be considered by each side to be in its net security interest and compatible with its national objectives. It was also agreed that any agreement would have to be subject to adequate verification.

A CRUCIAL ISSUE: VERIFICATION

A moment ago I alluded to one of the crucial issues, namely, the matter of verification. The basic question is whether we can rely solely on national means to verify an agreement or will have to insist on some means of on-site inspection—at least in some cases.

We all realize, of course, from the negotiating history on other arms control proposals that insistence on on-site inspection could pose a major obstacle to an agreement. The U.S. is not contemplating an arms control agreement based on faith; on the other hand, it does not insist that "adequate" verification necessarily means 100 per cent verification. The risks involved must be thoroughly understood.

To mention weapons systems is to call to mind one of the most difficult issues confronting us; that is, the critical interrelationships of various weapons systems. Here, one gets into such matters as MIRVs and ABMs.

A recent news article highlighted some of the problems by asking:

"If the Russians agree to deploy only a thin anti-ballistic missile system, can some of their large number of surface-to-air missiles, or SAMs, be surreptitiously upgraded for attacking ballistic missiles?"

Or, again, "Once MIRVs have been successfully tested, is there any way to monitor a ban on their deployment without taking missiles apart at operational silos?"

WHAT ARE MOSCOW'S VIEWS?

Another question [is] . . . : How do the Soviets view SALT?

One obvious assumption is that the USSR has enhancement of its own national security as its primary objective. The USSR has, from time to time, expressed an interest in discussions and in doing so has noted that an agreement should apply to both offensive and defensive strategic delivery vehicles, and that the first step should be a limitation and not a reduction of armaments. But little or nothing is really known of Soviet views regarding the details of a possible agreement.

The inter-action of negotiations is almost certain to affect the way we and the Soviets answer some of the questions I've cited.

This, of course, raises the question as to what constitutes success. Certainly, a solid arrangement to limit strategic weapons systems would be a great success, and that will be our objective.

Not to achieve a specific agreement in our first efforts, however, need not signal failure. The talks could be of great value if we can establish a mechanism for contact with the USSR on strategic force matters and maintain a dialogue, which hopefully would reduce uncertainty on both sides.

BOTH POLITICAL AND MILITARY

I feel sure that all of you here would agree that the road ahead for SALT negotiations will be long and difficult. We will be undertaking serious negotiations in a field that is extremely complex, full of difficulties in both political and military matters, and is so basic in nature that it involves the very essence of our national security.

We are ready, willing and able to start the talks at any time and, as I have said before, are hopeful that at minimum, they will lead to a lessening of uncertainty on both sides and, at maximum, they will lead to substantive agreements to limit or even reduce strategic weapons.

Sec. Laird Gives Added Impetus to Human Goals

(Continued from Page 1)

places emphasis on a program "to increase the attractiveness of a career in the Department of Defense," as outlined by Secretary Laird in a speech Aug. 18 at the Veterans of Foreign Wars Convention.

In Philadelphia he said, "The defense of the nation requires a well-trained force, military and civilian, regular and reserve." His theme was the importance of people—the importance of the individual.

At the Oct. 24 luncheon Secretary Laird said he realized that modern weapons systems are important in defense of the nation, but emphasized that people become more important, rather than less important, as our technology increases.

The Human Goals document was written by many people from all of the services. Their efforts were recognized by Roger T. Kelley, assistant secretary of defense for Manpower and Reserve Affairs, when he said, "we seem to have within the Department of Defense a group of managers whose philosophy about people is uniform."

He explained that the final writing (of the document) "is truly the product of all those who are planners and surely representative of the philosophy they have about people being our most important asset."

Secretary Kelley has expressed the belief that the military organization is essentially a humanitarian group of people who represent in composite the most compassionate, humane and effective fraternity of people to be found anywhere.

Secretary Laird's luncheon meeting

Secretary of the Navy Chafee

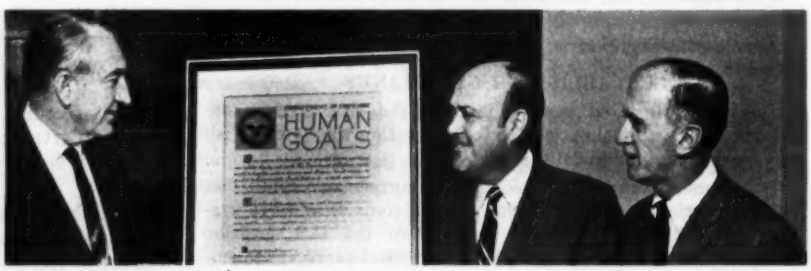
Secretary of the Army Resor

commemorated the establishment of the Human Goals project. It now becomes the responsibility of the DoD managers and planners to implement the program and live by the standards it sets forth.

Basically, the Human Goals Credo embodies a philosophy that touches every American, in and out of uniform, proclaiming his individual dignity and worth as a human being. Essentially it expresses the humanitarian approach to the management of people within the Department of Defense.

Present at Secretary Laird's luncheon and recipients of the Human Goals documents were:

Deputy Secretary of Defense David Packard; Secretary of the Army Stanley R. Resor; Secretary of the Navy John H. Chafee; Under Secretary of the Air Force John L. McLucas (representing Secretary of the Air Force Robert C. Seamans, Jr.); Assistant Secretary of Defense for Manpower and Reserve Affairs Roger T. Kelley; Assistant Secretary of the Army for Manpower and Reserve Affairs William K. Brehm; Assistant Secretary of the Air Force for Manpower and Reserve Affairs Curtis W. Tarr; Chairman of the Joint Chiefs of Staff General Earle G. Wheeler; Army Chief of Staff General William C. Westmoreland; Chief of Naval Operations Admiral Thomas H. Moorer; Air Force Chief of Staff General John D. Ryan; Assistant Commandant U. S. Marine Corps General Lewis W. Walt; Sergeant Major of the Army George W. Dunaway; Master Chief Petty Officer of the Navy Delbert Black; Chief Master Sergeant of the Air Force Donald L. Harlow; Marine Corps Sergeant Major James C. Palma (representing Sergeant Major of the U.S. Marine Corps Joseph W. Dailey).



Left to right Deputy Secretary of Defense Packard, Secretary of Defense Laird and Secretary Kelley.

General Ryan, left, and Under Secretary of the Air Force McLucas.

Left to right Sergeant Major of the Army Dunaway, General Wheeler, Sergeant Major Palma, Secretary of Defense Laird, Chief Master Sergeant of the Air Force Harlow and Master Chief Petty Officer of the Navy Black.

Secretary Kelley Lauds Objectives of Human Goals

One of the most important things that has happened in the past six months under Secretary of Defense Melvin Laird's leadership is the development of Human Goals, contends the assistant secretary of defense (Manpower and Reserve Affairs).

"It is important," Roger T. Kelley said, "because without any question, the most important resource we have is the people who comprise the organization."

Mr. Kelley addressed his remarks to a group of high level military and civilian managers from the Office of the Secretary of Defense and the Office of the Joint Chiefs of Staff during recent briefings by Secretary Laird.

Following are highlights of Mr. Kelley's remarks:

"We know, even though it is sometimes difficult to document, that we haven't begun to scratch the surface in terms of the potential which these people have for improved performance. The greatest challenge that any of us have as managers is to do a more effective job of exploiting the human resources in our organization.

"The development of Human Goals for the Department of Defense, therefore, was first of all a recognition that the most important thing we have is people, and not people viewed in the collective sense, but viewed in the sense of each individual person, and a recognition that each individual is unique, has a dignity all his own, and his development, satisfaction and creativity becomes the special trust of every supervisor and manager in the Department of Defense.

"Significantly, the development of these Human Goals was an exercise that involved many people. It was not something that was simply offered out of my office. It involved the manpower offices of each of the Services, and it involved the thoughtful reactions and the contributions of the assistant secretaries of defense, the Joint Chiefs of Staff, the Service secretaries, as well as Secretary Laird and Deputy Secretary David Packard.

"With the imprinting of the top management team of the Department of Defense on the Human Goals, we think that these deserve to be the mark, or the target, against which each one of us manages in the field of personnel.

". . . If we are going to do a more effective job of utilizing people, our logical starting point is knowing our people better. We can only know our people better if we communicate with them, and communications is talking and, very importantly, listening to what comes back.

"Managers, I guess, tend to be better talkers than they are listeners, because many managers got to their lofty positions of responsibility because they were articulate, and not particularly because they were incisive in the listening skills. Mr. Laird properly points out that each of us must take the time to communicate in a two-way dialogue, which means talking, but also listening to what they say to us.

"Once we have communicated with the middle lines of management and the persons who are there, the habit is one that they can easily pick up and extend down through the rest of the organization. The millenium of communications, is, of course, a situation that exists where people laterally and up and down the line of an organization are in fact understanding of one another because they talk and listen to one another.

"Another area I would like to discuss is domestic action. This is little understood, and possibly that is because it is of fairly recent vintage.

"Several months ago, Secretary Laird created the Domestic Action Council, which I am privileged to chair.

"It is difficult for military commanders . . . to understand that this is a natural function of the military operation. He is, after all, militarily oriented, and he views national security within the dimensions of the military responsibility that he has.

"He sees his job as military and he does it, and he does it well. But, gentlemen, we have reached the point in our history—and this is clearly recognized in Secretary Laird's initiative in creating the council—that the threat to our national security is two-pronged. One side of it is the threat that exists from outside our shores, and the other side of it is the threat that exists within our shores, specifically within our cities."

DEPARTMENT OF DEFENSE

HUMAN GOALS

Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman and civilian employee as a person, recognizing his individual needs, aspirations, and capabilities.

The defense of the nation requires a well-trained force, military and civilian, regular and reserve. To provide such a force we must increase the attractiveness of a career in Defense so that the serviceman and the civilian employee will feel the highest pride in himself and his work, in the uniform and the military profession.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE ...

To attract to the defense service people with ability, dedication, and capacity for growth;

To provide opportunity for every one, military and civilian, to rise to as high a level of responsibility as his talent and diligence will take him;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

To help each serviceman at the end of his service in his adjustment to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

SECRETARY OF DEFENSE

DEPUTY SECRETARY OF DEFENSE

CHAIRMAN, JOINT CHIEFS OF STAFF

SECRETARY OF THE ARMY

SECRETARY OF THE NAVY

SECRETARY OF THE AIR FORCE

CHIEF OF STAFF, U.S. ARMY

CHIEF OF NAVAL OPERATIONS

CHIEF OF STAFF, U.S. AIR FORCE

COMMANDANT, U.S. MARINE CORPS

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